

# Brand Strategy in the Digital Age

Spring 2016 • MKTG-GB.2365.F.30

<b>Professor</b>	Scott Galloway
<b>Class Time</b>	Monday 6-9pm
<b>Class Location</b>	Paulson Auditorium
<b>Office Hours</b>	By appointment only
<b>Phone</b>	917.567.2841
<b>Email</b>	sgallowa@stern.nyu.edu
<b>TF</b>	Lisa Caras Amy Power Alysa Teichman
<b>Email</b>	brandstrategy2016@gmail.com (preferred contact)
<b>TF Office Hours</b>	By appointment only

## COURSE OVERVIEW

This course is based on the teachings and writings of Professor David Aaker, considered the founder of modern branding. Please note that the Brand Strategy project has been updated from past semesters.

## REQUIRED TEXT

David A. Aaker, Managing Brand Equity, The Free Press, 1991 (MBE)

## GRADES

50% Brand Strategy Project

50% Class Participation

- Class discussion, social media influence, attendance of L2 event(s), pop quizzes
- Two group assignments that build towards the final Brand Strategy project

No laptops open during class and tablets should only be used to reference e-book versions of the required texts. In order to be able to participate in class discussions, attendance is mandatory. Attendance will be taken at the beginning of each class. If for any reason you cannot attend a class session, please let the TF know in advance. You can miss two classes per term without impact on your grade. Missing more classes will adversely affect your class participation grade.

Leveraging new technologies and tools has become an ever increasing part of a Brand Manager or Brand Strategist's responsibilities. For you, this will mean the exercise of increasing your own online influence on social media platforms such as Twitter, or it may involve planning and executing SEO/SEM strategies, or it could involve something else entirely.

The real world can be unpredictable and so can this course, so be flexible and prepared to go off script. This will include guest speakers and deviations from the syllabus. Always feel free to reach out to the TF with any questions.

# Course Objectives

**Brand planners/strategists face many challenges, including how to:**

1. Create a comprehensive brand architecture that will provide strategic direction
2. Generate motivating brand identities and value propositions for key brands
3. Develop brand-building programs for online and offline
4. Leverage new technologies

*The goal of this course is to provide concepts, models, methods, and role models that will help address these challenges.*

**The brand architecture challenge** involves an identification of the brands and the sub-brands that are to be involved, their respective roles, and, most importantly, how they relate to each other. Effective, well-conceived brand architecture will lead to clarity in customer offerings and realize real synergies in the brands and their communication programs. What is destructive and wasteful is to have a host of brands that emerge and drift in a random, disorganized fashion resulting in a confused set of offerings with monumental communication inefficiencies. A key issue in the creation of effective brand architecture is knowing when to stretch an existing brand, when to employ a new brand, when to use sub-brands, and when to use endorsed brands. The roles and management of sub-brands and endorsed brands are often the key elements of brand architecture decisions. Can a sub-brand or endorsed brand be used to help a brand stretch over products and markets?

**The brand identity challenge** is to have a vision of how each actively-managed brand should be perceived by its target audience. The brand identity helps to provide clarity of mission for employees and partners and clarity of offering to customers. It needs to resonate with customers, differentiate from competitors, and reflect the organization's resources and plans.

**Development of communication and other brand-building programs needed to realize the brand identity** is the third challenge. Brand-building programs not only implement the brand identity, but also define it. An advertising execution or sponsorship can bring clarity and focus to a brand identity that appears sterile and ambiguous. In fact, some strategies are difficult to communicate in words without some pilot executional elements. In addition, some executional effort may provide confidence that a strategy is doable. Brand strategies need to be created and implemented in the context of organizational structures and processes. This course will consider various forms of organizational efforts to support brand building. Global brand management creates complexities that put strains on the organization, and these strains will also be addressed.

**Lastly, brand strategists must keep pace with the constant changes and advances in technology** that have radically changed the concepts of brand management and communication. This class uses Klout and Twitter to measure students' influence on social media and ability to demonstrate proficiency in technological communication tools.

**When you are developing a brand strategy** do not attempt to apply every brand concept that you know. Draw on those that are really relevant and helpful. There is no checklist here. Focus your efforts on the most important brands and branding issues.

# The Project

## dates & deadlines

*All Submissions due by 5pm, unless otherwise noted*

**Wednesday, 2/24:** Pick a team of 7-8 students, a client, and a brand (if applicable). Historically, the best teams have had students from different backgrounds (ie: finance, marketing, strategy, etc.). Some teams have found it easier to have worked with established companies or late stage start-ups and have had access to a point person, resources, and data. Submit via Google Doc sent out by TFs.

**Monday, 3/7:** Submit Assignment #1 (see assignment description on pages 6-7)

**Monday, 4/4:** Submit Assignment #2 (see assignment description on page 7)

**By Monday, 4/11:** Schedule a meeting with your designated TF.

**Monday, 4/25:** Submit final project including speaking notes and backup material via email to brandstrategy2016@gmail.com (no physical copy). Professor Galloway and the TFs will grade the projects for insight, rigor, and aesthetics.

**Monday, 5/2:** Top 15 teams to be announced at the beginning of class. Top 15 teams have five minutes of Q&A in front of the class in a “Shark Tank” format and can use backup material if necessary.

**Monday 5/9:** Top 5 teams (rated on submission + Q&A) will progress to the grand finale. They will have a maximum of 20 minutes to present their Brand Strategy projects.

**Wednesday, 5/11:** Feedback on relative teammate contribution to TFs due via email to brandstrategy2016@gmail.com. It is important that each member carries his or her weight: these intra-group reviews will play an important role in the determination of final grades. It is possible that a grade could be reduced by one letter because of uniformly poor evaluations by other group members.

# The Project

## final project outline

1. A brand audit as outlined in **Assignment 1 description**. You should consider including:
  - a. Brand inventory.
  - b. Description of the current brand image and communication strategy—if customer research is not feasible, the opinions of managers could be used.
  - c. Competitor brand analysis.
  - d. Brand portfolio roles—what are the silver bullet brands, the strategic brands?
  - e. Brand system evaluation.

2. A brand identity and value proposition recommendation for one or more of the major brands as outlined in **Assignment 1 description**. Specify if this identity is to be modified for different products or segments. For each brand identity, specify:

The brand essence

- f. The core identities
- g. Strategic imperatives
- h. Role models—internal or external
- i. A measurement instrument

This phase should involve an assessment of the customers, competitors, and the brand. In the customer research, it might be appropriate to do some qualitative research to understand brand's perceived heritage, unique attributes, brand personality, organizational associations, symbols, functional benefits, emotional benefits, and self-expressive benefits. The same information should be obtained about the major competitors—sometimes this can be implied from Web sites, ads, supplemented by secondary research. The brand goals of your client brand and competitors in part can come from reviewing annual reports and current advertising.

3. Complete a full digital audit, and provide well-substantiated recommendations for a digital program for the brand as outlined in **Assignment 2 description**.

**The following (3-7) are deliverables as part of your final presentation.**

4. Develop recommendations for a communications program for your brand. You can develop logos, packages, and ads, if you wish. However, you can also provide broad suggestions as to the elements of the communication program. What events might be sponsored, promotions, and co-branding efforts? What visual images? What metaphors? What can be done to build/reinforce awareness, perceived quality, brand loyalty, and associations?
5. Develop a brand architecture that specifies the key brands and the relationship between them. Specify the use of endorsed brands, sub-brands, branded features/components, co-brands, etc. Identify the key brand architecture issues and defend your recommendations with respect to those issues.
6. Find a “best practice” brand strategy that could provide insights and guidance to your brand strategy. It might be a brand from a competing firm or from another industry. These benchmarking brands should be looked at critically—why might the strategy work in that context but not in ours? Be sure to back this up with financials and, if necessary, a model for what will happen if your new strategy is implemented.
7. Develop a Social Media Optimization (SMO) and a Search Engine Optimization (SEO) strategy for the brand.
8. Optional: If appropriate, develop a new brand name for a brand, a sub-brand, or a branded feature.

# Assignments

## Parameters + Deadlines

### Parameters

- Assignments will be graded for insight, rigor, aesthetics. Thoughtfulness will go a long way.
- Include your group number and names on each assignment
- Submit 1 hardcopy per team in class & 1 soft copy version via email per team to TF by 5pm
- Assignments are worth 25% of your participation grade (12.5 % of total grade)

### Deadlines

- Monday, 3/7, by 5pm Assignment #1 - Brand Audit, Brand Identity, Value Proposition
- Monday 4/4, by 5pm Assignment #2 - Digital Audit

# Assignment # 1

## Brand Audit, Brand Identity, Value Proposition due 3/7

The process starts with a brand strategy audit that provides a systematic way to inventory current brand assets and strategy. The audit will allow problems to be identified and priorities to be set with respect to brand strategy development and implementation. Consider the following sections in your brand audit. It is not required that you answer every single question. The questions serve as a guide. For example, if you have a brand without sub-brands, those associated questioned will not be applicable..

### **Brand Inventory**

1. What are the organization's brands?
2. For each brand, what are the sub-brands?
3. For each brand, what are the branded features, services, or components?

### **Brand Image and Strategy** (for each brand)

1. What is the brand image? Its perceived quality? Its brand personality?
2. What is the awareness level?
3. What is the brand's point of differentiation? Its current value proposition?
4. What is the brand's heritage?
5. Develop a profile of the brand's brand-building activities. What advertising themes have been placed behind the brand?

### **Competitors**

1. Who are the major competitors or competitor types?
2. What are their strengths? How are they perceived? How is each positioned? Are they attempting to change perceptions? If appropriate, competitors' ads should be obtained and analyzed as to positioning strategies and quality and consistency of execution.

### **Brand Categorization**

1. What brands or sub-brands are "strategic brands"—brands that deliver or are expected to deliver significant sales and profits to the firm or are important points of leverage for the organization (e.g., Hilton Rewards)?
2. What brands or sub-brands are silver bullets—brands or sub-brands that influence another brand? Are they being exploited properly? Are additional silver bullets needed?
3. What brands are playing endorser roles? In what ways do they add value? Is their identity appropriate for that role? Is any identity-building augmentation needed because a brand is playing an endorser role at times? Are there cases in which the endorser should recede or even become disassociated? Are there other contexts in which an endorser should be added or made more pronounced?
4. Identify umbrella or range brands—brands that range over product classes. Does the brand identity work in each context? Is there a plan that specifies what products the umbrella brands will include in the future?

## Brand System Evaluation

1. Evaluate the number of brands. Are there too many? Are brands stretched too far? Should new brands be considered? What services, features or ingredients should be branded?
2. Are some brands not leveraged enough? Could they do more? Could they be used to attack new product markets? Could they be used to access value or premium markets?
3. Are there opportunities to partner or co-brand? What types of partners would serve to reduce limitations of the brand identity? What types would enhance the identity? In each case would it be more appropriate to be a modifier brand or a modified brand?
4. Does the system deliver clarity to the customer? Or confusion? Does the system represent a clear, motivating sense of purpose to employees and partners? Could sub-brands or sub-sub-brands be used to clarify or manage expectations?
5. Do the key brands have a brand identity? Are they actively managed?

A brand audit provides a start. The challenge is then to create a brand architecture, brand identities, and brand-building programs.

A brand identity and value proposition recommendation for one or more of the major brands. Specify if this identity is to be modified for different products or segments. For each brand identity, specify:

- a. The brand essence
- b. The core identities
- c. Strategic imperatives - This is often the most challenging component to identify.
- d. Role models—internal or external
- e. A measurement instrument

This phase should involve an assessment of the customers, competitors, and the brand. In the customer research, it might be appropriate to do some qualitative research to understand brand's perceived heritage, unique attributes, brand personality, organizational associations, symbols, functional benefits, emotional benefits, and self-expressive benefits. The same information should be obtained about the major competitors—sometimes this can be implied from Web sites, ads, supplemented by secondary research. The brand goals of your client brand and competitors in part can come from reviewing annual reports and current advertising.

## Assignment # 2

### Digital Audit

Audit the digital activities of your brand by answering the following questions as a jumping off point:

- a. How will digital support your company's strategy?
- b. Suggest some fixes: Short, medium, and long-term
- c. What are the strengths and weaknesses of your client relative to its peers?
- d. Ascertain the digital hygiene of your brand (be sure to consider its entire presence online: website, digital marketing, apps, social media, etc.)
- e. Create a plan of action to present to your company with immediate fixes to implement between now and the next 6 months

Be sure to consider, not copy, L2's Digital IQ assessment of other brands before completing this assignment.

# Syllabus

all readings and deliverables due before class date

Week	Theme	Reading	Deliverables
1 2/8	<p><b>Overview:</b></p> <p>a. Course outline and questions - overview of class, discussion of project</p> <p>b. High level discussion of brand: What is a brand? Why build brands? Why is it hard? What is a strong brand? What examples can you nominate? What is brand equity?</p>	<p><b>Read:</b></p> <ul style="list-style-type: none"> <li>- <a href="http://www.adweek.com/adfreak/25-biggest-brand-fails-2013-154633#intro">http://www.adweek.com/adfreak/25-biggest-brand-fails-2013-154633#intro</a></li> <li>- <a href="http://blogs.hbr.org/2011/09/how-netflix-lost-its-evangelis/">http://blogs.hbr.org/2011/09/how-netflix-lost-its-evangelis/</a></li> </ul> <p><b>Consider:</b></p> <ul style="list-style-type: none"> <li>- What was the logic?</li> <li>- Was it a mistake?</li> </ul>	Submit Twitter handle for Klout score through online form.
2 2/22	<p><b>Brand Equity:</b></p> <p>a. Awareness: How to create it? Who has done it well, and how?</p> <p>b. Perceived quality / quality cues</p>	<p><b>Read:</b></p> <ul style="list-style-type: none"> <li>- MBE 1-2</li> <li>- <a href="http://blogs.hbr.org/2011/05/twelve-ways-to-create-barriers/">http://blogs.hbr.org/2011/05/twelve-ways-to-create-barriers/</a></li> <li>- Self-guided research on Westin's Heavenly Bed - initial launch and impact on the brand</li> </ul> <p><b>Consider:</b></p> <p>Awareness</p> <ul style="list-style-type: none"> <li>- How do you create awareness?</li> <li>- Who has done it well? How?</li> </ul> <p>Perceived quality / Quality cues for:</p> <ul style="list-style-type: none"> <li>- Cat Food</li> <li>- Golf clubs</li> <li>- Cosmetics</li> <li>- Consulting firms</li> </ul> <p>Why is Tiffany perceived as having high quality year after year?</p>	Pick team of 7-8 members, client/brand and submit via Google Doc by 5pm on 2/24
3 2/29	<p><b>Brand Identity :</b></p> <p>a. What is a brand identity? Why should you have one?</p> <p>b. Brand Essence</p> <p>c. Core Identity</p> <p>d. Extended Identity</p>	<p><b>Read:</b></p> <ul style="list-style-type: none"> <li>- MBE 3-5</li> </ul> <p><b>Consider:</b></p> <p>The Schlitz Story (from MBE 4)</p> <ul style="list-style-type: none"> <li>- Why did Schlitz lose its perceived quality?</li> <li>- What was done to get it back?</li> <li>- Why did those efforts fail?</li> <li>- What would you have done?</li> <li>- Do you know of any brands that did recover from a perception of low quality?</li> <li>- Consider, for example, Toyota, which started with a very bad quality reputation.</li> </ul>	



Week	Theme	Reading	Deliverables
4 3/7 7:30-9:30pm	<p><b>SCHEDULE CHANGE: CLASS FROM 7:30-9:30, STRAIGHT THROUGH</b></p> <p><b>Brand-based investing &amp; Politics</b></p>	<p><b>Read:</b></p> <ul style="list-style-type: none"> <li>- MBE 6-7</li> <li>- skim <a href="http://young-rubicam.de/tools-wissen/tools/brandasset-valuator/?lang=en">http://young-rubicam.de/tools-wissen/tools/brandasset-valuator/?lang=en</a></li> <li>- Digital IQ handouts distributed by TAs via email</li> <li>- 4 Horsemen video</li> </ul> <p><b>Consider:</b></p> <p><b>Brand Asset Valuator</b></p> <ul style="list-style-type: none"> <li>- In your opinion, what are the strongest brands in the U.S.? Why?</li> <li>- Explain and evaluate the model. Does differentiation come first, as the model predicts? Can you think of counterexamples?</li> <li>- Examine the Power-Grid. Given that evidence and the underlying model, what would you say are the strongest brands in the U.S.?</li> </ul> <p><b>Politics</b></p> <ul style="list-style-type: none"> <li>- Self-guided research on the political campaigns</li> <li>- Who is doing well and why?</li> <li>- Who is doing poorly and why?</li> </ul>	<p>Submit Assignment #1 Brand Audit by 5pm to brandstrategy2016@gmail.com; bring 1 hard copy to class</p>
5 3/21	<p><b>Brand Architecture &amp; Extensions:</b></p> <p>a. What is brand architecture?</p> <p>b. What are some of the brand architecture models?</p> <p>c. Role and implementation of sub-brands</p>	<p><b>Read:</b></p> <ul style="list-style-type: none"> <li>- MBE 9</li> <li>- Self guided: Pottery Barn, American Express, Amazon</li> </ul> <p><b>Consider:</b></p> <p><b>Pottery Barn</b></p> <ul style="list-style-type: none"> <li>- What is the PB image? What is its personality?</li> <li>- Evaluate PB's decisions to: <ul style="list-style-type: none"> <li>- Introduce a kid's brand</li> <li>- Introduce a brand for teens</li> </ul> </li> <li>- Evaluate the risks - What research would you have recommended before adding the brand extensions?</li> <li>- What businesses might PB extend into?</li> <li>- How should competitors like Crate &amp; Barrel respond?</li> </ul> <p><b>American Express</b></p> <ul style="list-style-type: none"> <li>- Evaluate the brand architecture? What are the strong / weak points?</li> <li>- Evaluate the Amex symbol. What is the logic behind it?</li> </ul> <p><b>Amazon</b></p> <ul style="list-style-type: none"> <li>- What is the brand identity of Amazon? The core identity?</li> <li>- Has it been extended too widely?</li> <li>- What is the brand architecture?</li> <li>- Compare Amazon to the new site Jet.com. Is there any difference in their brand identities? How about the similarities?</li> </ul>	

Week	Theme	Reading	Deliverables
6 3/28	<b>The Web &amp; Digital IQ:</b> a. Basics of what makes a brand competent digitally	<b>Read:</b> <ul style="list-style-type: none"> <li>- Visit L2's website and familiarize yourself with the Digital IQ index and related offerings.</li> </ul> <b>Consider:</b> <ul style="list-style-type: none"> <li>- Brand &amp; the Importance of Design</li> <li>- Branding on the Internet</li> <li>- Explore the following sites:               <ul style="list-style-type: none"> <li>• Pampers</li> <li>• Louis Vuitton</li> <li>• Kate Spade</li> <li>• L'Oreal Paris</li> </ul> </li> <li>- Evaluate and rank the above web sites for each of the following:               <ol style="list-style-type: none"> <li>1. Look and feel—personality</li> <li>2. Content</li> <li>3. Experience</li> <li>4. UI/UX</li> <li>5. Innovation</li> <li>6. Path to purchase</li> </ol> </li> </ul>	
7 4/4	<b>Multi-Channel &amp; Amazon</b> a. What does a good brand look like from a multi-channel perspective? b. What makes Amazon a force in branding?	<b>Read:</b> <ul style="list-style-type: none"> <li>- Handouts distributed by TAs via email</li> </ul> <b>Consider:</b> <ul style="list-style-type: none"> <li>- What does it mean to be multichannel or omnichannel today?</li> <li>- How does this differ across industries?</li> <li>- What are the components that go into making Amazon's brand?</li> <li>- Do you think from a branding perspective that Amazon is defensible?</li> </ul>	Submit Assignment #2 Brand Identity by 5pm to brandstrategy2016@gmail.com; bring 1 hard copy to class
8 4/11	<b>Brand-based investing &amp; Building Global Brands:</b> a. Investment criteria	<b>Read:</b> <ul style="list-style-type: none"> <li>- MBE 11</li> <li>- <a href="http://www.disruptiveinsight.co.uk/the-new-rules-of-brand-leadership/">http://www.disruptiveinsight.co.uk/the-new-rules-of-brand-leadership/</a></li> <li>- <a href="http://interbrand.com/best-brands/best-global-brands/methodology/">http://interbrand.com/best-brands/best-global-brands/methodology/</a></li> </ul> <b>Consider:</b> <ul style="list-style-type: none"> <li>- Develop a thesis/argument for investing (long or short) one of the following companies based on brand strategy principals:               <ul style="list-style-type: none"> <li>• Apple (AAPL)</li> <li>• Twitter (TWTR)</li> <li>• Lulu Lemon (LULU)</li> <li>• Under Armour (UA)</li> <li>• Alibaba (BABA)</li> <li>• Other (you choose)</li> </ul> </li> </ul>	Schedule group meeting with designated TF

Week	Theme	Reading	Deliverables
9 4/18	TBD	TBD	
10 4/25	<b>The Brand That Is You!</b> a. What is your brand? b. What makes a strong brand? <b>Presentation Announcements</b>	<b>Read:</b> - <a href="http://www.fastcompany.com/28905/brand-called-you">http://www.fastcompany.com/28905/brand-called-you</a> - <a href="http://www.forbes.com/sites/georgebradt/2012/10/03/how-to-manage-your-personal-brand-especially-during-a-job-search/">http://www.forbes.com/sites/georgebradt/2012/10/03/how-to-manage-your-personal-brand-especially-during-a-job-search/</a>	Submit final project including speaking notes and back up material by 5pm to brandstrategy2016@gmail.com; bring 1 hard copy to class
11 5/2	<b>The Brand That Is You (Cont'd)</b> a. Presentations (15 groups) b. The Brand that is you cont'd <b>Presentation Announcements</b>	<b>Read:</b> - Top 15 presentations <b>Prepare:</b> - Each group must submit 5 questions via Google Doc for top 15 presentations	Read through top 15 presentations
12 5/9	<b>Course Overview</b> a. Presentations b. Brand Strategy recap c. Winner Celebration		Submit feedback on teammate contribution by 5pm on 5/11 to brandstrategy2016@.com

# Late Policy

PLEASE NOTE: If you are late to class, you will have to wait until second seating at 6:15pm. If you miss second seating, you will have to wait to enter during the mid-class break.

----- Original Message -----

From: "xxxx" <xxxx@stern.nyu.edu>

To: sgallowa@stern.nyu.edu

Sent: Tuesday, February 9, 2010 7:15:11 PM GMT -08:00 US/Canada Pacific

Subject: Brand Strategy Feedback

Prof. Galloway,

I would like to discuss a matter with you that bothered me. Yesterday evening I entered your 6pm Brand Strategy class approximately 1 hour late. As I entered the room, you quickly dismissed me, saying that I would need to leave and come back to the next class. After speaking with several students who are taking your class, they explained that you have a policy stating that students who arrive more than 15 minutes late will not be admitted to class.

As of yesterday evening, I was interested in three different Monday night classes that all occurred simultaneously. In order to decide which class to select, my plan for the evening was to sample all three and see which one I like most. Since I had never taken your class, I was unaware of your class policy. I was disappointed that you dismissed me from class considering (1) there is no way I could have been aware of your policy and (2) considering that it was the first day of evening classes and I arrived 1 hour late (not a few minutes), it was more probable that my tardiness was due to my desire to sample different classes rather than sheer complacency.

I have already registered for another class but I just wanted to be open and provide my opinion on the matter.

Regards,

xxxx

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xxxx

MBA 2010 Candidate

NYU Stern School of Business

xxxx.nyu.edu

xxx-xxx-xxxx

# Late Policy

## (cont.)

From: scott@stern.nyu.edu  
To: "xxxx" <xxxx@stern.nyu.edu>  
Sent: Tuesday, February 9, 2010 9:34:02 PM GMT -08:00 US/Canada Pacific  
Subject: Re: Brand Strategy Feedback

xxxx:

Thanks for the feedback. I, too, would like to offer some feedback.

Just so I've got this straight...you started in one class, left 15-20 minutes into it (stood up, walked out mid-lecture), went to another class (walked in 20 minutes late), left that class (again, presumably, in the middle of the lecture), and then came to my class. At that point (walking in an hour late) I asked you to come to the next class which "bothered" you.

Correct?

You state that, having not taken my class, it would be impossible to know our policy of not allowing people to walk in an hour late. Most risk analysis offers that in the face of substantial uncertainty, you opt for the more conservative path or hedge your bet (e.g., do not show up an hour late until you know the professor has an explicit policy for tolerating disrespectful behavior, check with the TA before class, etc.). I hope the lottery winner that is your recently crowned Monday evening Professor is teaching Judgment and Decision Making or Critical Thinking.

In addition, your logic effectively means you cannot be held accountable for any code of conduct before taking a class. For the record, we also have no stated policy against bursting into show tunes in the middle of class, urinating on desks or taking that revolutionary hair removal system for a spin. However, xxxx, there is a baseline level of decorum (i.e., manners) that we expect of grown men and women who the admissions department have deemed tomorrow's business leaders.

xxxx, let me be more serious for a moment. I do not know you, will not know you and have no real affinity or animosity for you. You are an anonymous student who is now regretting the send button on his laptop. It's with this context I hope you register pause...REAL pause xxxx and take to heart what I am about to tell you:

xxxx, get your shit together.

Getting a good job, working long hours, keeping your skills relevant, navigating the politics of an organization, finding a life/work balance...these are all really hard, xxxx. In contrast, respecting institutions, having manners, demonstrating a level of humility...these are all (relatively) easy. Get the easy stuff right xxxx. In and of themselves they will not make you successful. However, not possessing them will hold you back and you will not achieve your potential which, by virtue of you being admitted to Stern, you must have in spades. It's not too late xxxx...

Again, thanks for the feedback.

Professor Galloway

# Biography

## Scott Galloway

Scott Galloway is the founder of L2, a think tank for digital innovation, and Clinical Professor of Marketing at the NYU Stern School of Business where he teaches brand strategy and digital marketing. Scott is also the founder of Firebrand Partners, an operational activist firm that has invested over \$1 billion in U.S. consumer and media companies.

In 1997, he founded Red Envelope (2007, \$100mm revs.), the premier Internet-based consumer gift retailer. In 1992, Scott founded Prophet, a brand strategy consultancy that employs over 250 professionals in the United States, Europe and Asia. Scott was elected to the World Economic Forum's "Global Leaders of Tomorrow," which recognizes 100 individuals under age 40 "whose accomplishments have had impact on a global level." Scott has served on the board of directors of Eddie Bauer, The New York Times Company, Gateway Computer, and Berkeley's Haas School of Business. He received a BA from UCLA and a MBA from the Haas School of Business at UC Berkeley.